Above all else, future Army forces will require organizations, Soldiers, and leaders who can understand and adapt to the complexity and uncertainty of future armed conflict.

The Army Capstone Concept

Adaptive Soldier and Leader
Training and Education (ASLTE)
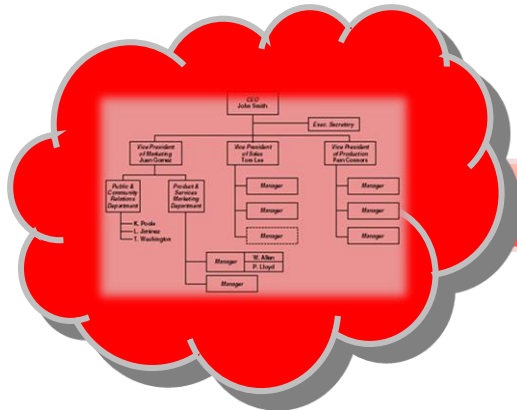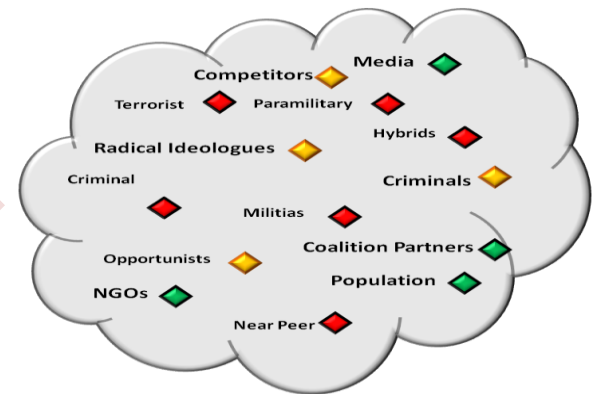
Complex Environment

VOLATILITY

UNCERTAINTY

Less Complex OE

More Complex OE

Momentum

ACTORS

Structural Complexity + **Interactive Complexity** =

Interactive Complexity

Structural Complexity

Before - Linearity

Future - Non-linearity

Operational Environment Variables

Traditional   Transitional   Modern

Mostly Known Rules (slow change) - Mostly Unknown Rules (rapid change)

Loosely coupled

Tightly Coupled

Operational Environment Variables

AMBIGUITY

COMPLEXITY

AWG and Adaptability History

- **2005** – Initial analysis based on Advanced Training Advisory Team observations at Ft Hood, Bliss and Knox

- **2006** - Combat Application Training Course Pilot created (82nd/101st)
    - Worked with 198th IN Bde to assist in implementing OBTE into training

- **2007** – Support to Fort Jackson Drill Sergeants' School results in creation of Combat Assault Rifle Training Course

- **2008** –Established Science Team to develop measurements of effectiveness and ways to measure intangible attributes
    - Developed workshops in coordination with Don Vandergriff
    - Supported USMA Department of Military Instruction for cadre development
    - Topic at CAC AC/CDOT Conference

- **2009** – Army Leader Development Strategy directs, "Prepare leaders for hybrid threats and FSO through OBTE."

- **2010-** OBTE Science Study monograph published
    - First Asymmetric Warfare Adaptive Leaders Program pilot

- **2011**- DA G3/5/7 directed review of OBTE- published OBTE White Paper

- **2012**- TRADOC asks for assistance with incorporating ALM 2015 into COEs
    - OBTE into ASLTE
    - Shot in the Arm Phase I ,II (ASLTE MTT)

Army Learning Model 2015
OBJECTIVES

• Tailor learning to **the individual learner's experience and competence** level based on the results of a pretest and/or assessment.

• Use **21st century Soldier competencies** as an integral part of all learning activity outcomes; establish metrics and standards for each competency by cohort and echelon.

•Dramatically reduce or eliminate instructor-led slide presentation lectures and begin using a blended learning approach that incorporates virtual and constructive simulations, gaming technology, or other technology-delivered instruction.

•Create Problem solving events led by facilitators (vice instructors) who engage learners **to think and understand** the relevance and context of what they learn.

• Integrate joint, interagency, intergovernmental, and multinational, culture, and comprehensive fitness goals into all courses at the level and degree that fits the learning audience.

• **Establish a full spectrum frame of mind** in all learners, while maintaining flexibility to adapt learning content to meet operational demands.

Adaptive Soldier and Leader Training and Education(ASLTE)--- What is it?

ASLTE is about enhancing Adaptability in training and education.

ASLTE MTT is an approach to accelerate implementation of ALM 2015. Providing a tactical link to ALM 2015.

"Education and adaptability are key to the future of our Army." GEN Odierno

ASLTE Guiding Principles

Train/Educate to Grow Problem Solving - teach Soldiers to "teach themselves" after course completion. The link from school to self-development and unit experience domains.

Train/Educate to Increase Intangibles - develop the intangible competencies of adaptability, confidence, accountability, teamwork, communication, problem solving and critical thinking.

Train/Educate to Increase Understanding and Awareness – teach through contextual understanding of the task and its mission application.

Train/Educate to Increase Deliberate Thought - condition Soldiers to always exercise a deliberate thought process while under stress.

Train/Educate to Improve Combat Performance - condition Soldiers to overcome the psychological and physiological effects of combat.

Elements of the ASLTE Learning Environment

Assist the Soldier to	Understand the situation and the desired results
Assist the Soldier to	Identify obstacles to achieving the desired results
Allow the Soldier to	Work towards a solution within defined principles
Allow the Soldier to	Critique own performance during the process
Demonstrate	Linking of tasks in military situations

How ASLTE can influence the training system and enable operational adaptability

Provides purpose, motivation, direction for training to Soldiers and their Commanders in training and in units; trainers and instructors; training developers (individual and collective) and course managers

Soldiers gain confidence in themselves, their abilities and their units because:	• They know what they can do • They learn how and why • They learn how to learn • They learn their value as individuals, Soldiers, members of a team • They realize (many for the first time) that they can solve problems themselves
Instructors gain confidence in themselves, their abilities and their lessons because:	• They know they are accountable for quality • They are teaching, not instructing • They know why they are teaching • They learn to value Soldiers • They practice development • They are empowered to solve problems
Training developers and **course managers** benefit because ASLTE:	• Clarifies the purpose of training and prioritizes training needs • Reminds that training tasks is less important than teaching skills • Provides a focal point for design • Enhances nesting of objectives within lessons, across modules and courses • Improves development of purposeful practical exercises

21st Century Soldier Competencies

- **Character and Accountability**

- **Comprehensive Fitness**

- **Adaptability & Initiative**

- **Lifelong Learner (includes digital literacy)**

- **Teamwork and Collaboration**

- **Communication and Engagement (oral, written, negotiation)**

- **Critical Thinking and Problem Solving**

- **Cultural and Unified Action Partner Competence**

- **Tactical and Technical Competence (Full Spectrum Capable)**

Questions for Assessment

1. What do you want the Soldiers to be able to do?

2. What does the Soldier need to know in order to do this well?

3. What activity will facilitate the learning?

4. How will the Soldier demonstrate the learning?

5. How will I know the Soldier has done this well?

What an ASLTE MTT might look like- tailored to the customer's needs.

	Monday	Tuesday	Wednesday	Thursday	Friday

Understanding what constitutes a learning environment	Learner-Centric Instruction	Creating a Learner-Centric Environment	Assessing Outcomes	Implementing ALM

Monday

Guiding concepts
Constructs
Methodology

Stage setter

Team problem solving

Outcomes and Competencies

Draft Course Outcome

Reflection

Accountability
Adaptability
Initiative
Teamwork
Critical thinking
Problem solving

Tuesday

Facilitation

Immersion event

Site visits

Understand the Learner

Lesson Plan

Reflection

Accountability
Adaptability
Initiative
Teamwork
Critical thinking
Problem solving

Wednesday

Outcomes and Design

Immersion event

Create a Learning Activity

Learning Activity

Reflection

Critical thinking
Teamwork
Collaboration
Communication (oral)

Thursday

Assessment and Evaluation

Assessing Outcomes

Develop assessment and evaluation tools

1500 Discussion
Outcomes, Competencies

Reflection

Critical thinking
Teamwork & collaboration
Communication (oral)
Engagement

Friday

AAR
Implementing Change

Reflection

Accountability
Initiative
Teamwork
Collaboration
Communication

Questions?

Think. Adapt. Anticipate.